



DD Products & Services

Gender Pay Gap

2025



Foreword

This document has been produced in accordance with the Equality Act 2010 (Gender Pay Gap Information) regulations 2017 whereby all UK Companies employing over 250 people are required to report on their gender pay gap.

DD Products & Services Ltd (DDPS) is committed to fostering an inclusive workplace where diversity is celebrated and equality is a fundamental principle. As a business we are committed to identifying the gap in our gender pay and actively working hard to close it by building a fair and equitable environment with employees having equal access to employment, pay and development opportunities.



Sam Tyrer

Chief Executive Officer



Gender Pay Gap

Gender pay gap reporting shows the difference in average hourly pay between men and women across DD Products and Services.

At our 2025 snapshot date, we continued to make progress on our median gender pay gap, which reduced from 11.74% in 2024 to 10.42% in 2025. The median figure compares the pay of the middle-paid woman and man in our organisation and is widely recognised as a clear indicator of pay balance across the workforce. This improvement reflects greater consistency in pay outcomes and increased alignment at the centre of our pay distribution.

At the same time, our mean gender pay gap increased to 4.69%, compared with 1.45% in 2024. The mean measure reflects the average pay across all employees and is more sensitive to changes in the distribution of higher-paid roles. As such, movements in senior roles during the year can have a noticeable impact on this figure.

In 2025, the increase in the mean gap was primarily driven by changes in workforce composition, including a lower proportion of women in senior and higher-paid roles at the snapshot date compared with the previous year. This does not reflect unequal pay for equal work, but rather highlights the ongoing challenge of ensuring strong female representation at the most senior levels of the organisation.

We take this responsibility seriously. We review our gender pay data annually to monitor progress, understand the underlying drivers, and inform our actions. We remain firmly committed to equality of opportunity and to strengthening the progression of women into senior and leadership roles through fair recruitment, targeted development, and inclusive workforce planning. This remains a key priority for myself and our leadership team.

Gender Pay Gap - Mean

2025	2024
4.69%	1.45%

Mean pay gap in hourly pay as a % of men's pay

Gender Pay Gap - Median

2025	2024
10.42%	11.74%

Median pay gap in hourly pay as a % of men's pay



Men and Women in each Pay Quartile

We have sorted our colleagues in order from the highest to the lowest paid and then split them into four groups of equal numbers of people.



Gender Pay Gap in Bonus

The Company's mean gender bonus pay gap has **decreased significantly**, falling from 65.71% in 2024 to -63.97% in 2025. A negative bonus pay gap indicates that, on average, **women received higher bonus payments than men** during the reporting period.

We continue to monitor and analyse our gender pay and bonus data annually to better understand trends and underlying causes. The Company remains committed to promoting equal opportunity and to ensure fair and transparent reward practices across all levels of the company.

Proportion of Males and Females who received Bonus Payments

	2025	2024
Female	89%	17%
Male	86%	12%

	2025	2024
Mean	-63.97%	65.71%
Median	32.04%	-68.27%

The data indicates that a greater proportion of women received a bonus in comparison to men. This outcome reflects our ongoing commitment to equitable reward structures and may be attributed to factors such as an increase in female representation in roles eligible for bonuses and a strong performance record among women in the business.

The results of this report highlight a positive trend in ensuring more women are recognised for their contributions through bonus rewards. However, we remain focused on maintaining fairness and equity in all aspects of remuneration, striving for a balanced and inclusive workplace where every employee is valued and rewarded appropriately.